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ACCELERATED CAREER DEVELOPMENT

AND

AFFIRMATIVE ACTION MBR PLANNING



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Ontario

Ministry of Treasury
and Economics

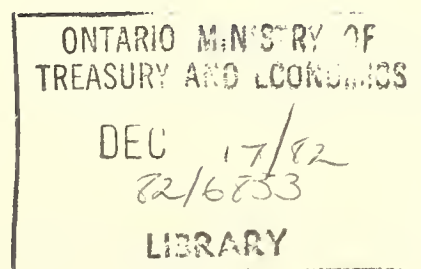
Affirmative Action Program
December 1982

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INTRODUCTION

This package has been prepared to assist managers in developing action plans which address Affirmative Action goals and objectives. It is intended to be an extension of the performance appraisal process and a planning tool for highlighting development needs, expectations and costs.

The "Career Development and Training Plans" illustrated in this package (page 8) replace the "Equal Opportunity/Affirmative Action Plans", formerly submitted quarterly to the Personnel Branch.

The documentation requested herein more specifically addresses affirmative action objectives. It will form an integral part of the planning process in developing the Ministry's Affirmative Action MBR. It will provide a mechanism for followup with managers and staff relating to initiatives in progress, as well as the identification of additional opportunities for staff. Lastly, but just as important, it will aid the preparation of mid-year and year-end General Management Reports to Management Board of Cabinet including the more comprehensive Annual Report Chapter for the Ministry, which ultimately forms part of the ANNUAL REPORT: STATUS OF WOMEN CROWN EMPLOYEES published by the Women Crown Employees Office for tabling in the Legislature.

PROGRAM OBJECTIVES

The Affirmative Action Program is a results-oriented approach to increase the utilization of women in the work-force. Components of the program are: -

- . The goal of achieving minimum representation in all management modules and bargaining unit categories of 30% by the year 2000.
- . All ministries are required to set annual numerical planning targets to increase the number of women hired and promoted into classes where they are less than 30% of the population. These are reviewed by the Women Crown Employees Office and approved by Management Board.
- . Managers are encouraged to initiate accelerated career development initiatives aimed at increasing the pool of qualified women within the Ontario Public Service by such developmental activities as on-the-job training, job rotation and secondments, or full sponsorship of special staff development programs.

The Ministry of Treasury and Economics has been allocated \$12,000 of the Affirmative Action Incentive Fund for 1983-84.

Following is an explanation of what accelerated career development is, the purpose of the A.A.I.F., including criteria for accessing the fund.

Accelerated Career Development - Direct career development activities aimed at increasing the pool of qualified women within the Ministry by means such as on-the-job training, job rotations, secondments or full sponsorship of special staff development. The results expected are to make more women better qualified and able to compete for jobs in under-represented classifications.

What is the Affirmative Action Incentive Fund (A.A.I.F.)?

The Affirmative Action Incentive Fund is a Management Board Contingency Fund established as an incentive to ministries to undertake accelerated career development initiatives (ACDs) for their female staff. Its main purpose is to provide ministries with salary dollars, to pay for temporary replacement of female staff sent on ACDs.

Accelerated career development initiatives covered by A.A.I.F. are normally referred to as A.A.I.F. initiatives. (Not all ACD initiatives are funded by A.A.I.F.) The fund is meant to cover those ACDs which, under normal circumstances, would not have been undertaken had the A.A.I.F. money not been available. For example, a small branch, with a very tight budget, may not be able to afford to pay for the salary of the temporary replacement of its female staff member being sent on ACD. This is where A.A.I.F. provides the incentive by covering the temporary replacement's salary dollars, (not employee benefit dollars).

What are the criteria that planned initiatives have to meet, to qualify for funding?

1. The initiative should be a short term secondment, a job rotation, a full time special staff development, or on-the-job training, including temporary training positions, especially for technical and other non-traditional jobs;
2. The initiative should be for at least six weeks, but no more than a year;
3. The participant (of the planned initiative) should be a regular employee of the requesting ministry; and
4. The initiative should qualify a woman to compete for a ministry-wide and/or service-wide under-represented classification, within five years.

1983/84 AFFIRMATIVE ACTION MBR

The focus for 1983/84 is largely on planned accelerated career development (ACD) for women. ACD activities have been defined as widely as possible to enable all branches to contribute to ministry results. The planning and reporting format will ensure that all special initiatives of the ministry are submitted in the semi-annual reports to Management Board and that the ministry is properly credited with its achievements in the Affirmative Action Program.

The Planning Process

While the aim of all branch accelerated career development activity should be to increase the number of women qualified to compete for under-represented or targetted positions in the ministry, planning for ministry Affirmative Action goals has been designed to take into account existing realities in individual branches. Results and achievements will be more reflective of branch commitment and planning.

For example, there may be a variety of developmental activities for women in the ministry which do not necessarily prepare them to compete for "under-represented" positions. These activities do, nevertheless, merit recognition and can be reported as such.

Funding

The development of accelerated career development plans should be designed in conjunction with branch realities and organizational parameters. Development of the Affirmative Action MBR has been linked with the Ministry's Estimates Cycle and Managers are requested to identify funding needs for Affirmative Action initiatives in the Career Development and Training Plans contained herein (see Page 8).

Certain ACD initiatives which require salary dollars are eligible for funding via the Affirmative Action Incentive Fund as outlined on Page 2.

Identifying Candidates and ACD Opportunities

Candidates with an interest in and potential for career development may be identified for ACD through a career interview as an extension of the performance appraisal process. In other words, an employee's career interests expressed/documented during the performance appraisal process can provide the basis for followup. Managers and employees should use this opportunity to explore the possibility of an accelerated career development move as one component in the overall career development plans. Managers may also wish to document special development initiatives already in progress and/or identify trainee positions within the branch which can be used for accelerated career development purposes.

- Developmental Guidelines and Definitions on page 6 detail the various forms ACD may take.
- A list of under-represented classifications in the ministry requiring consideration has been provided on page 7.
- A summary of the ministry's objectives for 1983/84 has been outlined on page 5.

Report Requirements

In conjunction with 1983/84 estimates planning processes for the ministry, Managers are requested to -

- . Complete Parts A and B of the Career Development and Training Plans, (Blank forms provided at the back of this package. Additional forms may be obtained from the Affirmative Action Office, 965-6171.)
- . Provide details on accelerated career development on Appendices I and II where applicable.
- . File the above information with the Affirmative Action Office, 1075 Bay Street - 4th floor, by January 17, 1983.

There will be followup throughout the year by the Affirmative Action Office to discuss progress and program reporting to Management Board.

PART C of the Career Development and Training Plans (Actual number of employees who received ACD) will be due to the Affirmative Action Office in April, 1984.

Managers will be requested to -

- . Review ACD's in progress and those completed, and
- . Compare with Appendices I and II, providing revisions/updates where appropriate.

This will aid in the preparation of the ministry's Annual Report and Chapter for publication in The Status of Women Crown Employees, 1983/84.

1983/84 Affirmative Action MBR

Ministry Objectives

Having regard for the size of the ministry, the number of positions/groups with fewer than five incumbents combined with low turnover rates in many modules/categories makes hire/promotion targetting difficult. The ministry has been looked at in terms of broader categories (rather than each under-represented classification) and will attempt, where possible, to increase women's representation and encourage accelerated career development in several under-represented areas.

Hire/Promotion Targetting

- 2 hire/promotion targets identified.

Professional Module: Economics & Statistics, PEC 19

- . Women comprise 53.5% of the ministry's PEC 17 population. Across the Ontario Public Service, women comprise 46.6% of this classification.

Taking into consideration feeder groups/female availabilities, should vacancies occur, competitions will be monitored to ensure that the area of search and interview process take advantage of all hire/promotion opportunities.

Accelerated Career Development

- Initiatives to get more women into middle management.

- . PEC 20 (Economics & Stats. - Professional Module) is an under-represented class. in the ministry as well as service wide. Developmental opportunities for women in feeder groups, eg. PEC 19, contribute to "corporate" as well as internal ministry objectives to increase the pool of female employees qualified to compete for jobs at the PEC 20 level.

- Initiatives to get more women into professional specialties.

- . It is reasonable to expect some turnover among the lower (entry) levels in the Professional and Admin. Modules. Women currently employed in clerical support positions have the potential and should be given opportunities to move into specialized fields, eg. Economics and Statistics, Investments, Finance.

- Initiatives to raise the occupational distribution of women in executive positions.

- . Women are under-represented in the Program Executive and Senior Compensation Plans.
- . Treasury and Economics has 1 female Director.
- . Developmental activities at this level may be effectively realized through "acting appointments". (Refer to Developmental Guidelines and Definitions, page 6.)

- Initiatives to get more women into entry level management positions.

- . Women employed as clerks/secretaries have potential to move to entry levels of management in the Administrative Module.

In formulating Accelerated Career Development Plans, refer to Developmental Guidelines and Definitions, page 6.

DEVELOPMENTAL GUIDELINES AND DEFINITIONS

On-the-Job Training

Provides an employee with an opportunity to gain a specific on-the-job training experience through various means, eg. special assignments such as participation in a task force, job sharing, job exchange. In other words, assignments which are not normally part of the job.

Job Rotation

The movement of one or more employees within a branch into a short term job assignment to provide the employee(s) with the opportunity to gain new skills and competencies thereby increasing opportunities for career advancement into an under-represented area (eg. a Clerk 6 in administration work rotated to a similarly classified job in a statistical area). The duration of job rotation will vary, depending on the job's complexity and the level of expertise and skill of the participant. Job rotations which are intended to teach all employees in the same work unit each other's task, eg. other clerical functions, are not considered accelerated career development.

Secondment

The movement of an individual, on a loan basis, for a specific period of time, into another job outside of the branch. The Ontario Government Manual of Administration indicates the conditions upon which a secondment may be approved, duration, reimbursement and methods of selection. eg. a Financial Administration AM-16 to a Program Analyst AM-17, to provide and/or obtain expertise and broaden experience.

Acting Appointments

These can also qualify as ACD initiatives if they are made for developmental purposes.

An acting appointment is made when an employee has been designated by Deputy Minister to perform the full duties of a position:

- . in the absence of the regular incumbent who is unable to act; or
 - . on an interim basis where a position becomes vacant.
- (5-48-1 Ont. Manual of Admin., Vol. 2.)

Full Sponsorship of Special Staff Development

To provide an employee with the opportunity to take a specific course for a defined period of time. This form of career development is for an employee who wishes to obtain some form of a credential which is needed to apply for a particular under-represented position.

Bridging

A bridging position is a position in which a person can acquire the skills and experience necessary to move into under-represented classifications. It is a process that allows employees to pursue individual career goals outside of their present occupational area.

This is directed towards women in Office Services and Clerical Services who are continuing their education through night school, who possess degrees, diplomas or certificates, or who Managers feel would be interested and capable to undertake developmental training. Assignments are usually designed to allow participants to gain the practical experience needed to further their career aspirations. For example, assignments normally carried out by students (on projects related to their courses of study and career goals), could instead be undertaken by permanent staff, on a loan basis.

TRAINING PLANS

Your Affirmative Action Manager is available to assist in the development of training plans for individuals participating in any of the above. Terms and conditions such as training duties, supervision and performance appraisals should form part of a training plan, clearly identifying who will do what and by when.

Ministry of Treasury and Economics
*Under-Represented Classifications per '983/84 MBR

Under-Represented Classifications		Ministry-Wide Occupational Mix		
		#M	#F	%F
ADMIN. MODULE				
Financial Admin.	AM-18	5	1	16.7
	19	5	0	0
	20	6	0	0
	22	2	0	0
General Admin.	AM-18	2	0	0
	AM-22	2	0	0
Program Analyst	AM-20	2	0	0
Personnel Admin.	AM-19	1	0	0
Information	AM-19	1	0	0
CLERICAL MODULE				
Clerical Services	CM-09	1	0	0
OPERATIONAL MODULE				
Skills & Trades:				
Driver Atttdt. Min.		1	0	0
PROFESSIONAL MODULE				
Economics & Stats.:				
Econ & Stats	PM-19	23	8	25.8
	20	22	4	15.4
	21	20	4	16.7
Prof. Underfill	PM-14	6	2	25
	PM-15	3	0	0
ADMIN. SERV. CATEGORY				
General Admin.				
Accomm. Officer 1		1	0	0
Accomm. Officer 2		1	0	0
Mngt. Sys. & Serv.:				
Systems Officer 4		1	0	0
Systems Officer 3		2	0	0
Records Officer Jnr.		1	0	0
FINANCIAL				
Financial Officer 3 (B/U)		2	0	0
CLERICAL SERVS. CATEGORY				
Clk 7 Gen (B.U.)		1	0	0
Clk 1 Mail		1	0	0
Clk 2 Mail		6	1	14.3
GEN. OPER. SERV. CATEGORY				
Supply:				
Clk 2 Supply		1	0	0
Clk 3 Supply		1	0	0
MAINT. SERV. CATEGORY				
Printing:				
Oper. 2 Offset Equip.		1	0	0
Oper. 3 " "		2	0	0
Oper. 1 Bind. Equip.		1	0	0
OFFICE SERVS. CATEGORY				
Off. Equip. Opern.:				
Operator 2 Add. Equip.		1	0	0
SCIENT. & PROF. SERV.				
Statistics:				
Statistician 3		4	0	0
Economist 4 (B/U)		1	0	0

*"Under-represented Category, Module or Level" - Refers to any category, module or level where women make up less than 30% of the population.

Branch: _____ Signature of Branch Official: _____

Date: _____

Part A - (January 1983)

STAFF STRENGTH

M F

Management

Bargaining Unit

Contract

Are additional salary dollars required to undertake any of the activities outlined for the branch? Yes ☐ No ☐

(Deployment of the Affirmative Action Incentive Fund will be based on an assessment of branch submissions detailing accelerated career development initiatives.)

If yes, indicate amount \$ _____

GENERAL COMMENTS:

Part B - (January 1983)

PLANNED # of participants to receive *Accelerated Career Development (ACD):
(Details to be provided on Appendix I)

M \$ F \$

Management

Bargaining Unit

ACTUAL # of employees who received ACD:
(Summary of Appendix I)

M \$ F \$

Management

Bargaining Unit

TOTALS

*Refer to Developmental Guidelines and Definitions (page 6) for clarification of initiatives.

FISCAL YEAR END

Part C - (March 1984)

Branch:	Signature of Branch Official:					APPENDIX I - ACCELERATED CAREER DEVELOPMENT (ACD)		
Date: _____								
Part 1 - Activity (Description)		Action req'd.	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance		
As an extension of the performance appraisal process, identify/recommend candidates where possible for job rotation, secondments etc.								
SPECIFY EMPLOYEE NAME, CLASSIFICATION and TYPE OF ASSIGNMENT.								
SAMPLE								
Susan Brownlea, Secretary 5/On-the-Job-Training								
In addition to the Branch providing financial support for continuing education, Ms. Brownlea will be relieved of her normal secretarial responsibilities xxx hours per week in order to pursue training in basic EDP operations, eg. preparing and running EDP outputs in conjunction with computer terminal equipment located in the branch.		Branch official to specify parameters of training program and conduct interview with employee in conjunction with performance appraisal	Oct. 1/83	March 31/84	This developmental opportunity will provide Ms. Brownlea with practical skills and experience related to her computer studies program at the U. of T., in addition to improving unit productivity by freeing up professional staff re deployment of their skills in the area of policy analysis.			
Joanna Tarris, PEC 21/Acting Appointment								
Ms. Tarris will be assuming the normal duties and responsibilities of John Smith, Director of the xxx Branch, during his absence.		Personnel and A.A.P.M. to be advised of appointment	Dec. 1/83	Feb. 28/84	This will provide Ms. Tarris with a wider latitude for independent judgement and decision making related to administrative operations, including direct supervision of 10 staff.			

Branch:		APPENDIX II - ACCELERATED CAREER DEVELOPMENT (ACD)				
Signature of Branch Official:		Date: _____				
Part 2 - Activity (Description)		Action req'd.	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance
<p>Provide where possible, information on career development/training opportunities in your area available for use by other Ministry employees.</p> <p>SPECIFY TYPE OF ASSIGNMENT AND ELIGIBLE CLASSIFICATION LEVEL(S) OF POTENTIAL CANDIDATES.</p> <p style="text-align: center;">SAMPLE</p> <p>- 1 year secondment to the xxx branch</p> <p>- candidates at the PEC 17 and 19 levels will be considered for this developmental opportunity</p> <p>Responsibilities - provide proposals and appraisals on new initiatives from the perspective of previously undertaken program evaluations in the area of xxx; prepare briefing, terms of reference, final reports, submissions and correspondence relating to evaluation; work as a member of a team established to develop federal-provincial evaluation methodology.</p>		Personnel Branch and A.A. Program to assist in posting and the interviewing of potential candidates, and drafting an agreement between parties.	April 1/83	March 31/84	Candidate should have some background in program evaluation and familiarity with the policy development process. The successful candidate will in effect, be assuming the duties and responsibilities of S. Young (PEC 19) on leave for one year.	

References

- MBR Technical Assistance Package, 1983/84, WCEO
- Accelerated Career Development Technical Assistance Package, May 1980, WCEO
- 1983/84 Affirmative Action MBR, Treasury and Economics

REFERENCE COPY

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AFFIRMATIVE ACTION PROGRAM
CAREER DEVELOPMENT & TRAINING PLANS - FISCAL YEAR
BRANCH SUMMARY - ACCELERATED CAREER DEVELOPMENT

Branch: Signature of Branch Official:

Date:

Part A - (January 1983)

STAFF STRENGTH

M F

Management

Bargaining Unit

Contract

Are additional salary dollars required to undertake any of the activities outlined for the branch? Yes ☐ No ☐

(Deployment of the Affirmative Action Incentive Fund will be based on an assessment of branch submissions detailing accelerated career development initiatives.)

If yes, indicate amount \$

GENERAL COMMENTS:

Part B - (January 1983)

PLANNED # of participants to receive *Accelerated Career Development (ACD):
(Details to be provided on Appendix I)

M \$ F \$

Management

Bargaining Unit

FISCAL YEAR END

Part C - (March 1984)

ACTUAL # of employees who received ACD:
(Summary of Appendix I)

M \$ F \$

Management

Bargaining Unit

TOTALS

*Refer to Developmental Guidelines & Definitions for clarification of initiatives (page 6 of ACD Brochure).



Branch:	Signature of Branch Official:	APPENDIX I - ACCELERATED CAREER DEVELOPMENT (ACD)				
<u>Part 1 - Activity (Description)</u> As an extension of the performance appraisal process, identify/recommend candidates where possible for job rotation, secondments etc. SPECIFY EMPLOYEE NAME, CLASSIFICATION AND TYPE OF ASSIGNMENT.		Action req'd. by	Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance

Branch:		Signature of Branch Official:		APPENDIX II - ACCELERATED CAREER DEVELOPMENT (ACD)			
<u>Part 2 - Activity (Description)</u> Provide where possible, information on career development/training opportunities in your area available for use by other Ministry employees. SPECIFY TYPE OF ASSIGNMENT AND ELIGIBLE CLASSIFICATION LEVEL(S) OF POTENTIAL CANDIDATES.		Action req'd. by		Target date to begin	Completion Date	Expected results and comments	Eligible for AAIF Assistance

